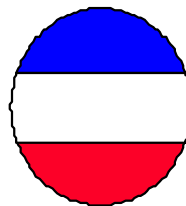


# **A TOOLKIT FOR RELATIONAL WELLNESS**



**Training Modules For Building Better Relationships  
At Work, In The Home, And In The Community**



**For Commanders, Directors, and Supervisors  
U.S. Army Signal Command  
Fort Huachuca, Arizona**



## INTRODUCTION

“Relational Wellness” will refer to a command member’s (soldier, civilian, or family member) ability to build healthy, viable, positive relationships in the workplace, the home, and in the community. Relational Wellness is one of the five pillars of the Army Signal Command Human Relations Action Plan. It also has ties to an effective Consideration of Others (CO2) program.

Building strong and healthy relationships in the workplace, the home, and in the community is essential for individual and collective wellness, in the accomplishment of the mission, and in unit readiness. Generally, there is a positive correlation between healthy, thriving relationships, personal success, and professional growth. Where there are dysfunctional relationships, there is often a corresponding increase in the number of problems for both the individuals involved and the units they serve. It is no secret that commanders and the chain of command spend a large amount of their time dealing with blotter reports, incidents of domestic violence, child abuse/neglect, sexual harassment, equal opportunity complaints, infidelity and other problems. These incidences undermine morale and deter both individuals and organizations from realizing their potential.

This **Commander’s Toolkit** is a grouping of modules that provide a proactive program, easily modified to the audience and time constraints of a given organization. The toolkit provides a vital link between the Commander’s intent (build healthy relationships and organizations) and the resources available to accomplish that intent. Each Unit Ministry Team within the Army Signal Command will have the material needed to present the module.

This toolkit has been redesigned and modified by Chaplain (MAJ) Nelson for a November 1998 release date. It supercedes any previous editions. Questions or comments for further refinement can be addressed to him at DSN 879-7379 or through e-mail at [nelsons@hqasc.army.mil](mailto:nelsons@hqasc.army.mil).

# CONTENTS BY CATEGORY

## LEADERSHIP

**Leadership Principles** [*Synopsis | Module*]  
**Core Values** [*Synopsis | Module*]  
**Ethics** [*Synopsis | Module*]  
**The Art of Goal Setting** [*Synopsis | Module*]  
**Change Management** [*Synopsis | Module*]  
**The Power of Language** [*Synopsis | Module*]  
**Sharpening People Skills** [*Synopsis | Module*]  
**Battle Stress** [*Synopsis | Module*]

## WORKPLACE RELATIONSHIPS

**Right Relationships** [*Synopsis | Module*]  
**Teambuilding** [*Synopsis | Module*]  
**Cultivating a Positive Attitude** [*Synopsis | Module*]

## PERSONAL PROBLEM SOLVING

**Stress Management** [*Synopsis | Module*]  
**Problem Solving** [*Synopsis | Module*]  
**Conflict Management** [*Synopsis | Module*]  
**Transitions** [*Synopsis | Module*]  
**Joy: Bring Energy to Every Area of Life** [*Synopsis | Module*]  
**Suicide Prevention** [*Synopsis | Module*]

## MARRIAGE AND FAMILY

**Marriage Enrichment** [*Synopsis | Module*]  
**Highly Effective Families** [*Synopsis | Module*]  
**Reunion and Separation** [*Synopsis | Module*]  
**Domestic Violence** [*Synopsis | Module*]

# *Leadership Principles*

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## WHAT YOU'LL LEARN

Organizations all over the world are paying big money to train their leaders. Some people say that leaders are born not made. Units with good leadership have good morale, good productivity, and experience less absenteeism. This module will help participants look at the character of the leader and identify good leadership principles that they can develop and put into practice. One of the principles of leadership is that if you look around and you don't have any followers, you are just taking a walk. There are many frustrated Army leaders who depend on positional leadership and are just taking a walk.

Where  
Are Your  
Followers?



Are You  
Really  
Leading?

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

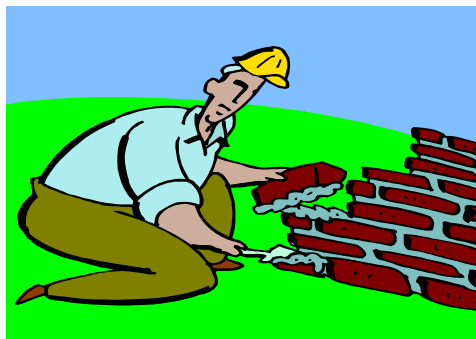
# Core Values

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## WHAT YOU'LL LEARN

Many conflicts in organizations or families come when there are different/competing values at stake. Many of the young adults who enter the military do not necessarily hold the same values as the traditional core values found in the Army. This module will help participants to examine their core values, be aware of where these came from, and understand the transforming power of shared beliefs and values in an organization. Many studies show that how we treat others and work together as a team comes from the character that is built in values.

Values  
Are  
The



Building  
Blocks of  
Character

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Ethics***

## ***What You Do When No One Is Looking***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

### **WHAT YOU'LL LEARN**

Our military is based on people at all levels making ethical decisions and acting ethically both in their personal and professional lives. The nature of our business requires people to do the right thing even when no one is looking. This module will examine the ethical decision making process, offer participants the opportunity to look at case studies, learn and fine tune some skills that will make their organizations and their personal relationships more effective by doing the right thing for the right reason.

## **It's An Ethical Jungle Out There!**



This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

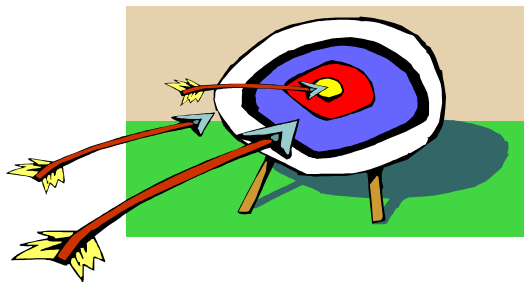
# *The Art of Goal Setting*

**TARGET AUDIENCE:** NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

To be successful in life, business or in a military organization a person must meet certain goals. Not everyone is equally effective at the art of catching a vision, setting goals, and investing the resources needed to get to where they want to be. This module is designed to help participants assess their own lives and relationships (both personally and professionally) and to choose positive outcomes that can be planned for and achieved. Participants will be challenged and enabled to strengthen existing skills, choose worthy and attainable goals, and become aware of the power of purpose in life.

**YOU  
USUALLY  
HIT**



**WHAT  
YOU  
AIM FOR**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (C02) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

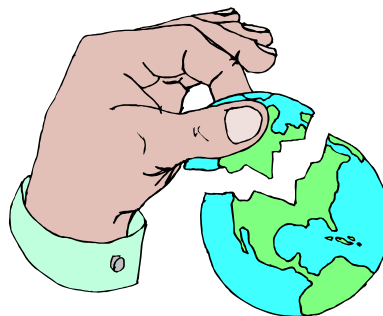
# *Change Management*

**TARGET AUDIENCE:** NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

One of the most inescapable things in life is change. Those who have chosen a life in the military are faced with this fact on a frequent basis. Some change comes as a part of maturing and developing as people. Other changes are forced upon us based on a changing world or by agencies outside our power. How we deal with change is critical in the success of any person or organization. This module will help participants identify the cycle of change, some coping strategies, as well as enhance their ability to turn change into a positive opportunity in their lives as opposed to a paralyzing negative force of evil.

**CHANGE  
NEED  
NOT**



**PULL YOUR  
WORLD  
APART**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (C02) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.



# ***The Power of Language***

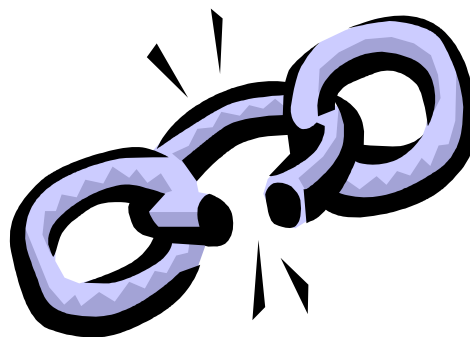
## ***A Module on Effective Communication***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

### **WHAT YOU'LL LEARN**

People everywhere whether they are leaders, co-workers, married, parents, or singles communicate. Not everyone does it well. This module will help people in the organization gain an understanding of the nature and power of language in relationships. As people in the organization gain skills and understanding in how they effect others they can make the changes that impact attitudes, motivation and readiness. Make your communication more effective in all of your relationships! This module can help strengthen those with good skills and can change the lives of those who struggle in how they communicate with those around them. This module is more than just about learning communication skills it is about awareness skills in how we deal with each other. And that is something we can all grow in!

Don't Let  
Your  
Tongue  
Be...



The  
Weak  
Link!

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# *Sharpening People Skills*

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## WHAT YOU'LL LEARN

Studies reveal that approximately 75–80% of any person's success is related to their people skills as opposed to their technical skills. Many of the problems in any organization can be attributed to people failing to understand and care for others around them. We've all seen "good soldiers" who were lousy human beings. This module will help participants understand themselves and others better. Everyone can improve as they accept the challenge to grow and adapt the skills they already have to create a more meaningful and effective environment for relationships.

My Job  
Would Be  
Easier...



If It  
Weren't  
For People!

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Battle Stress***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Throughout the conflicts of our great nation many of our casualties have been battle stress related. There have been many studies that relate ongoing post traumatic stress syndromes with unresolved conflicts from encounters on the battlefield. This module will help soldiers and leaders identify the symptoms of battle stress, learn strategies of dealing with victims, and reinforce the need for the chain of command to know about and care for their soldiers. Battle stress is not totally preventable but it is treatable so that we can maintain maximum combat power and effectiveness.

**Don't Let  
Battle Stress**



**Put The  
Heat On  
You!**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Right Relationships***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

A central part of the Army's Consideration of Others (CO2) program has to do with how people treat each other. When we talk about right relationships we are not talking about everyone being friends or even friendly. This module is about being aware of the many things that can interfere with personal and professional relationships. Participants will discover strategies to maximize those relationships and be challenged to treat others in ways that reduce conflict and enhance motivation and morale within the organization. You can win in your relationships and so can those around you.

You Don't  
Have to  
Feel Like



You're Walking  
On Egg Shells  
All the Time

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Teambuilding***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Every organization and unit is made up of different teams or natural sections that are designed to work together to accomplish the mission. Sadly, some teams do not work well together and the results can be bad or even tragic for mission accomplishment. This module will help participants recognize the nature and power of team play, and the typical things that get in the way of a team forming and operating the way it should. They will learn some simple strategies that they can use in their relationships to create the synergy that happens when people work together as a true team.

Team...



What  
Team?!

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (C02) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Cultivating A Positive Attitude***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Organizations around the world have realized that the number one contributor to success is attitude not skill. Many times our people in the military are stationed where they don't want to be or have other circumstances that affect their lives. Their attitudes directly impact unit readiness. This module will help participants learn the dynamic strategies that can transform their attitudes and help shape their futures both personally and professionally. It is not your circumstances that shape the future but how you respond that counts.

Your  
Attitude  
is the  
Key



To Where  
You're  
Going in Life!

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (C02) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Stress Management***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN:**

Not everyone deals well with stress, but everyone experiences it. This module will teach three different sets of skills that are designed to help people of all levels of an organization to deal with stressors in an effective way. The three skills that the participant will learn about are attitude skills, action skills, and acceptance skills. It is never too late to start dealing with stress well. Studies show that about 75% of all illnesses and lost time at work are functional illnesses (due to ineffective methods of dealing with life). No single area can affect personal readiness as quickly or as surely.

**Stress  
Can Make  
You Feel**



**All  
Alone**

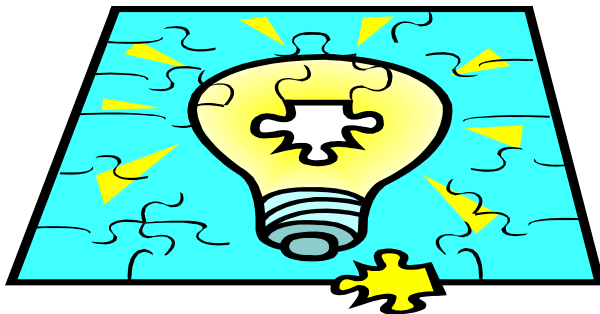
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# ***Problem Solving***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Many of the young adults that enter today's military come from dys-functional families where they failed to learn a variety of effective, positive problem solving skills. Units and organizations can become much more effective when their people know and use the skills of life to solve personal and professional problems. This module will help participants understand and choose effective strategies to overcome the problems they encounter.



**Sometimes...  
It Only Takes  
One Piece.**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (C02) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

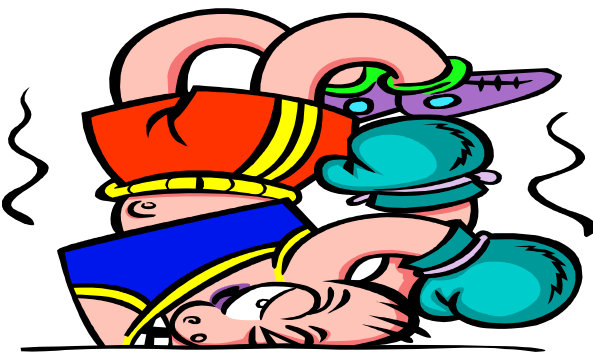


# ***Conflict Management***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Unresolved conflicts are the number one killers of relationships. Many times there are conflicts in how leaders and subordinates relate to one another. Some of these conflicts are simple issues over standards and other times there are serious values conflicts. This module will help participants identify unresolved conflicts and develop strategies in managing conflicts so that relationships and organizations can grow. People can learn the skills that it takes to break the cycle and effectively deal with their conflicts.



## **Conflicts Can Really Be A Pain!**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

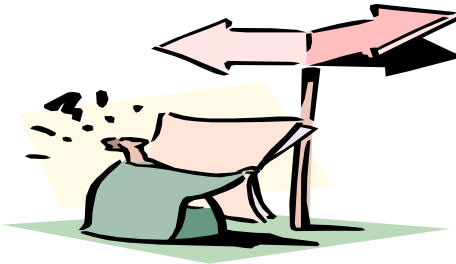
# *Transitions*

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## WHAT YOU'LL LEARN

If you or your organization live long enough you will experience times of transition. Transitions are a natural part of any life cycle. They are either adapted to in an effective manner or struggles cause the individual or organization to get side-tracked. This module will help participants to identify the different parts of the cycle that takes place in every transition. They will learn about strategies to effectively move through such times, minimizing the negative aspects of transitions and turn them into an opportunity to grow and move into a new phase of life or relationship. People don't have to be victims of transitions.

Times Of  
Transition  
Can...



Really Leave  
You  
Wondering

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Joy Bring Energy To Every Area Of Life***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

This module used to be called “You Don’t Have to go Home from Work Exhausted.” It has been changed to reflect that each of us only has so much energy in our lives to deal with the things we face at work, at home, at play and in the community. That energy is not automatically renewed. This module is designed to help participants identify those things around them and in their lives that makes them want to live and enjoy life. They will learn simple, effective strategies that renew their sense of energy and purpose and strengthen them for life.

**Joy Can  
Make You  
Feel**



**On Top  
Of The  
World!**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

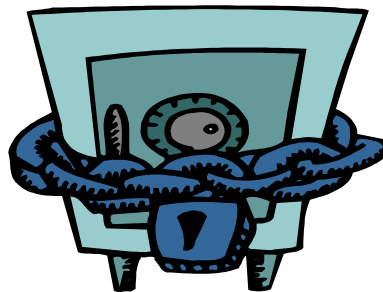
# ***Suicide Prevention***

**TARGET AUDIENCE:** NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Up until the last couple of years there have been over 80 soldiers each year who have taken their lives in suicides. On many large installations there are people who consider or attempt suicide every week. Some of these people seek help and some do not. Each of us can make a difference in their lives. Suicides are preventable if and when leaders and friends come to know, know about, and care for the life struggles of soldiers and family members. This module will examine the myths surrounding suicide, give some basic definitions and statistics for the concepts involved, and help the participant understand stress and depression. Participants will be able to recognize danger signals in at risk persons, know what to do in crisis situations, and know what resources are available.

**Don't Keep  
Your  
Feelings**



**Locked Up  
Inside**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Marriage Enrichment***

TARGET AUDIENCE: NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

Every marriage can get better and grow, but that doesn't automatically happen. All too often couples fail to seek help until there is significant trouble or a crisis. Most people pride themselves in their ability to handle their own problems. When they can actually do that it is good. Unfortunately, in the area of relationships we are often too close to the situation and emotionally involved to be as effective as we could be to resolve conflicts and seek positive growth. This module is designed to help basically healthy couples (not for broke ones). Participants will learn about what makes a good relationship healthy, they will examine communication skills, conflict management strategies, how to rekindle the flames of love, and how to re-glue the bonds of marriage when there is a break of trust.

Does Your  
Marriage  
Have



What It  
Takes To  
Stay  
Together?

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Highly Effective Families***

**TARGET AUDIENCE:** NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

All families can grow and become more effective in how they relate to each other. In today's military there are many dual military, single parent families and traditional families that face the high pressure Ops-Tempo as well as other struggles who need help. Families grow apart and struggle with how to parent, how to discipline, and blend all the moving parts together in harmony. This module will help participants to understand the basic strengths of effective families and how they deal with stress and crisis. Participants will have the chance to compare and contrast effective families with less effective ones on how they relate to each other, resolve conflicts, communicate, share experiences, and how they meet each other's needs.

**Does Your  
Family Have**



**The  
Balance  
It Needs?**

This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.

# ***Reunion and Separation***

**TARGET AUDIENCE:** NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

One of the great facts of military life is that sooner or later you will be separated from family. It is one of the hardest aspects of serving your country. Problems don't go away during the separation. Even strong families and relationships can struggle. As hard as being away can be, coming back together has it's own set of struggles. This module is designed to help participants understand the cycle of separation and reunion, the importance of preparation and communication. This module will also give a number of practical strategies and tips on how to minimize conflicts and overcome difficulties in relationships. Participants will discover that time is not the magic fix for relationships but can be used as a tool for communication and growth if they will take the opportunity.

**Coming Back  
Together Can**



**Have You  
Bending Over  
Backwards!**

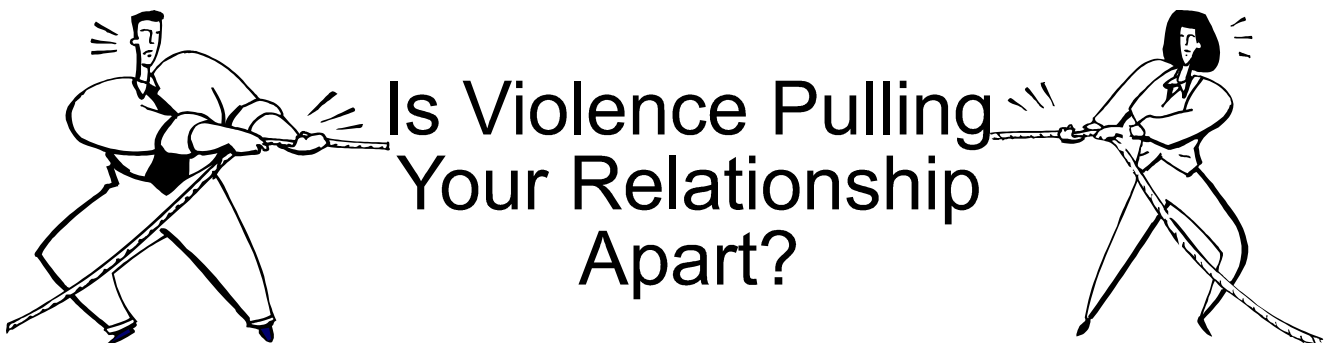
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# ***Domestic Violence***

**TARGET AUDIENCE:** NCOPD/OPD groups, sectional training, leadership luncheons, or other small groups.

## **WHAT YOU'LL LEARN**

For a number of people in the military, domestic violence is an unfortunate reality. They either grew up with it, saw it with friends, or are a part of the cycle right now. Every month teams meet on installations to discuss and lay strategies for dealing with this tragedy. When commanders have to spend significant amounts of time dealing with these kinds of problems they cannot reach their best level of effectiveness. Participants will learn about some of the root causes of domestic violence, discover the cycle of violence as a pattern and how to break it, examine some positive conflict management strategies, and look at the Army command policy. This module will examine the effects of verbal and physical abuse on the abuser and the victims. It is never too late to step back and make a change.



This module can be taught by your Unit Ministry Team as a part of the Army Wide Consideration of Others (CO2) Training or as a Relational Wellness Program in support of the Commanding General's Human Relations Action Plan (HRAP). The module easily can be taught in 45 minutes to an hour with an opportunity for discussion afterwards.